Proposed Initiatives
COV Technology Business Plan
(Based on *COV Enterprise Strategic Priorities*, September 2011)

Initiative 1—Improve information-sharing to optimize current business functions and supporting systems

Background: A number of the Commonwealth's Enterprise Strategic Priorities (ESPs) and their associated strategies emphasize improving the efficiency and effectiveness of government services through improved sharing of information, both across state agency boundaries and among all levels of government and associated non-governmental organizations. In the current and projected economic environment, major funding sources to invest in new applications supporting such efforts are not likely to be forthcoming. Finding and implementing ways to improve data sharing and information flows among existing/legacy systems can significantly improve the effectiveness of such systems while also extending their useful lives.

Initiative 2—Leverage technology to improve worker productivity and make state employment more attractive to the future workforce

Background: Documented trends show a clear pattern of an aging state government workforce, with large percentages at or near retirement eligibility, and increasing difficulties attracting younger workers to state employment. Virginia's continued robust population growth, and the corresponding increasing demands for state services, will inevitably place additional workload pressures on the state workforce. A concerted focus on leveraging cost-effective, productivity-enhancing technologies can increase the effectiveness of state workers while providing a more fulfilling and satisfying work environment—and thereby also contributing to improved customer service.

Initiative 3—Support educational attainment initiatives—key to achieving state economic development and quality of life goals

Background: Several Commonwealth ESPs reference the positive impacts of educational attainment upon a broad range of the quality of life indicators in the Council on Virginia's Future's Long-Term Goals. Strategies that support those priorities can be enhanced by technologies that improve communication, collaboration, and information sharing among participating entities—state, regional, and local. A current example is the Virginia Longitudinal Data System, led by the Department of Education with growing participation by other interested agencies.

Initiative 4—Emphasize programs and tools that enable citizens to interact with government 24x7—when, how, and where they want it

Background: As consumers, citizens are increasingly accustomed to being able to access the goods and services they require via a full range of means—walk-in, phone-in, or "surf-in"—providing the opportunity to conduct business any time of the day or night that suits their needs and desires. Their expectations are no less of the public sector—and government has clear efficiency and effectiveness motivations as well for meeting those expectations. Collaborative applications such as the Governor's Business One-Stop are exemplary of these kinds of customer-centric services.

Initiative 5—Expand and support back-office platforms that support Governor's Reform Commission recommendations on streamlining government operations

Background: As a $38 billion a year business entity, Virginia would rank in the middle of the *Fortune 100*. Operationally, the Commonwealth's executive branch is more akin to holding company of 64 small- to medium-sized businesses (excluding higher education). From a technology spend standpoint, the top 15 agencies account for 82% of executive branch IT expenditures, leaving the remainder spread out thinly among the remaining 49 agencies. And of those remaining agencies, 31 have less than 100 employees. Current examples of shared back-office services, such as the Department of Accounts Payroll Service Bureau and the Disability Services Agencies' Memoranda of Agreement, illustrate opportunities to leverage common back-office functions for the benefit of agencies of all sizes.